ENHANCING COMMITMENT AND CONTRIBUTION IN ORGANIZATIONS
EMPLOYING INFORMATION PROFESSIONALS
IN ANALYTIC/CONSULTING ROLES

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INFORMATION PROFESSIONALS IN ANALYTIC/CONSULTING ROLES**

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INTRODUCTION

This paper focuses on issues in the integration of organizational and individual goals in firms which employ "information" professionals in analytic/ consulting roles. As the number and kinds of these roles have expanded greatly in recent years, the effective utilization of this increasingly significant segment of managerial personnel has become of great concern to firms employing them, and to the recipients of their services. The study described herein shares in detail data on how these concerns are seen by professional and management members of three "new style" organizations: firms organized to provide services which were not possible prior to the 1950's, or are provided in new forms. For contrast and general illumination of the picture, these findings are compared with less detailed data from two more traditional settings employing professionals, and three product-oriented, high-technology companies which now employ large numbers of similar professionals in internal roles.

Drawing on the data from all eight of these organizations, we develop the conclusion that, for most effective integration of organizational goals and individual needs to take place, two requirements must be met simultaneously:

1) The organization must provide a clear and desirable purpose or mission (possibly a "vision" or "dream") around which professionals can identify.

2) Professional employees must see opportunity for professional and career development as a truly important concern of the organization.

Our findings indicate that problems in meeting either one of these re- quirements affect commitment and contribution to the organization on the part of these professional employees. With regard to the "new style" organizations, it was found that opportunity for professional development made up a good deal

for problems in creating a clear purpose or core mission. This suggests that, for many organizations employing information professionals, management should treat professional development as though it is a core mission of the firm, and that an important purpose is to provide programs equivalent to post-graduate education.

BACKGROUND OF THE STORY

The growth in white-collar and "information" jobs in the United States since 1950 has been enormous; in 1979 it was estimated that 15 million workers were professionals of some kind. One of the major growth segments within this borad job category is that of service/consulting roles using sophisticated information-gathering and analysis, work often related to computer technology. Indeed, computer occupations alone now employ over one percent of the entire labor force.

With the sharp increase in the opportunities made possible by this development, new careers have evolved which are highly attractive to young people. As has been well-documented for some time now, there are shortages of people in many of these job areas and it has been a "buyer's market" with regard to recruitment of computer systems analysts, hardware designers, financial and business planning anaylsts, etc. With this has come a volatile movement of people; mobility through jobs and firms is a norm rather than an exception.

Perhaps even more dramatic than the rise in the nature and numbers of new professional roles if the underlying increase in the new organizations and organizational formats which provide this work. These have been created in response to the new technologies which have entered the marketplace. To appreciate this, we can look at the number of computer software firms, economic forecasting groups, health maintenance organizations (HMO's), etc., created in the last 15-20 years. These new "glamour companies" are largely in the service sector, with many having in common information generation and decision

support.

As new organizational formats have developed, problems related to their management have become critical. Traditional forms of structure, policy, reward systems, etc., do not seem appropriate. In the absence of successful substitutes, many firms report confusion and frustration in their attempts to enhance the contribution of professional employees. For one thing, many of these employees have a very strong identification with their occupation or their profession, and exhibit tenuous, if not downright negative, attachments to their employing organization. They appear to be more "cosmopolitan" than "local," to use the framework of Merton (1957) and Gouldner (1957). Commitment to one's occupational group and one's career within that group, and dedication to an overall lifestyle, seem to be the major motivating forces behind the work efforts of these people. Thus, higher-order needs for independent responsibility, challenge, participation, and recognition are more important to them than are basic needs and extrinsic rewards. One can read cases such as reported in "The Soul Of A New Machine" (Kidder, 1981) to see that values and behaviors formerly seen in independent professional practitioners now reside in corporation employees.

In attempting to develop successful organizations employing professionals in these new roles, top management deals with a number of concerns which are not new to organizations but which seem very difficult to resolve. Figure 1 lists some of the prominent issues concerning management of these firms. In

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(FIGURE 1 ABOUT HERE)

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many respects the list looks like one that might have been developed by managers of burgeoning engineering organizations in the 1940's and 1950's. However, satisfying these concerns is harder now; the rising expectations of professionals since that time have created greater intensity of feeling around satisfaction of individual needs. Figure 2 presents common concerns of the professional employee

Figure 1. Major Concerns of Organizations In Making Effective Use

Of Professional Employees

- Shortage of key talents; locating and attracting high potential people
- Getting employees to accept organization objectives and to perform work as defined by the organization and the recipients of service
- Turnover; loss of people in whom training and development investment is substantial; concern that competition will attract it's people away
- Difficulty in "controlling" independent-minded people who are working under minimum supervision
- Maintaining quality standards in the face of environmental pressures for quick, clear solutions to complex problems
- Problems in getting cooperation of these groups with other units of the organization
- Getting professionals to be cost-conscious and to exercise care in use of expensive or scarce resources
- Determining appropriate rewards and motivating people to be more productive (practical?)
- Lack of managerial skills in professionals required or needed for supervisory and managerial tasks; difficulty in "building" managers

in these organizations; some are traditional concerns, but there is the addition
of items reflecting more potent self-actualization needs than was true previously.

(FIGURE 2 ABOUT HERE)

If a truly new phenomena is upon us, it follows that traditional role
definitions, performance appraisal approaches, reporting relationships, etc.,
need re-consideration and revision. Also, as Perrow (1972) and Danzinger (1979)
have pointed out, the growth of skill bureaucracies -- in which almost monopolistic
control exists over the skills necessary for providing service -- has created a
new variation of the sub-optimization/superordinate goal conflict in organizational
life. Concern with these issues immediately raises the question: Can our usual
models for integrating individual needs and organization objectives suffice as
guidelines for planning and implementing sound organizational practices and
policies? This study attempts to shed some light on this question.

Before describing the study and it's findings, a few words about integration
mechanisms seems in order. Integration mechanisms are critical for effective
use of employees at all stages of their membership in an organization. From
the organization's perspective, identification with and support of key objectives
becomes possible when these work well. Commitment is at a high level, and top
management can concern itself with strategic issues in business development
relatively free from concern with issues of morale and turnover. From the
employee's point of view, decisions to join, to remain in, and to contribute
to the firm are easily made when support of the organization's purpose has a
direct relationship to achievement of the individual's goals.

Historically, three models of integration have been used by organizations:
the exchange model, the socialization model, and the accommodation model.
These have been discussed and tested in a comparative study by Barrett (1970),
who found that the socialization and accommodation models, when implemented

Figure 2.   Major Concerns Of The Individual Professional Employee

- Obtaining interesting work to do; opportunity for challenge and
  creative expression
- Opportunity to grow with the field and to keep up with new
  developments
- Presence of clear benchmarks which help to identify career progress
- Autonomy; room within which to make independent decisions and to test
  one's own judgement
- Participation in important decisions
- Presence of models and/or mentors from which one can learn; superiors
  who can be admired and respected as professionals
- Equity and fairness of treatment
- Access to social contacts of professional networks
- Work which supports an ambitious "total lifestyle," rather than one
  which constrains or inhibits self-fulfillment

with appropriate mechanisms, led to greater perceived goal integration among 2800 oil refinery employees at all levels than did the exchange model. These findings and the arguments of many others, suggest that accommodation models, relying heavily on mechanisms such as participation, job enrichment, role design, etc., are the most appropriate to employ with professionals in general, especially those in "new style" organizations. The conditional reenforcement or bargaining basis of the exchange model, presumably relying on monetary incentives and informal social relations as reenforcers, appears to be less important or of minor consequence. On the other hand, data such as the findings by Peters and Waterman (1982) in studying excellent companies make a strong case for the power of socialization mechanisms in the achievement of powerful goal integration between individual and organization. While the present study did not use direct measures of perceived goal integration, as did Barrett's, our findings shed light on this issue and point to a possible formulation of the critical factors for enhancing commitment and effective performance in the types of settings studied.

THE STUDY

This study concentrated primarily on three service organizations which employ professionals in analytic/consulting roles. These are as follows:

"Software Consultants, Inc."* - A computer software firm founded
in 1968 and employing over 400 consultants in 1983. Headquarters
in New York City area, with offices in six other locations; also
has a subsidiary producing software packages. Significant customer
base in insurance, banking and pharmaceutical industries. Volume
approximately $40 million; shares traded on National OTC Market.

"Squire Valley Group" - A group of about 30 people providing financial
analysis to a small investment/entrepreneurial partnership and the

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*Names of organizations have been disguised to protect their identity.

companies it controls ($550 million in volume). Services include
analyses of investment decisions and tax problems related to acquisitions,
divestitures, personal portfolios, etc. Specialists in leveraged buy-outs.
"Tax Services, Inc." - A regional chain of over 20 locations in which
tax returns are prepared for individuals. Also provides this service to
employees of several corporations, and conducts a bookkeeping and
tax service for small businesses. Privately held company.

In each of these organizations several group interviews were held with
the top management group to obtain their concerns and perspectives about the
effective use of professional employees. Individual interviews were then held
with 12-14 professional employees in each organization for a total of 40
interviews. All individual interviews were conducted by those of us having no
previous contact with these organizations; two of the organizations were known
to one of us as a result of previous contacts.

Individual interviews averaged two hours in length and covered the
following areas:

1. Career history; related demographics

2. Entry and assimilation; socialization, benchmarks, etc.

3. Work assignments and role definition, including nature of the
    work, relationship to recipient of service, etc.

4. Nature of supervision received; performance feedback, etc.

5. Networks and support systems

6. Motivation, reward systems: satisfaction/dissatisfaction

7. Career goals: opportunities for growth and development;
    career paths

8. Perceptions of organization goals, problems and effectiveness

9. Perceptions of individual effectiveness: supports and restraints

10. Integration of client needs, organizational needs and professional
    development

In selecting organizations to study we were guided by an interest in the comments of several observers that many new professional roles deal more with "conceptual space" than with physical space (e.g., Naisbitt, 1982), and that electronic connections are more critical than motoric manipulations. This leads to a new consciousness about how work is defined and how it is carried out, to new ways of looking at the relationship of professionals to the recipients of their services, and to a variety of possibilities concerning the location at which the work is conducted. Thus, most of the work of the professionals employed by computer software consulting firms (e.g., "Software Consultants, Inc.") is conducted on the premises of the client, with infrequent contacts with their own management and/or the physical offices of the employing firm. This seemingly impersonal relationship to one's firm has it's counterpart in the growth of personal staffs of analysts working directly for or closely with executives requiring continuous, sophisticated analyses and decision support in economic forecasting or investment decisions (e.g., "Squire Valley Group"). In this instance, the professionals act almost as an extension of their manager/cleint and perform a personal service. Figure 3 shows a range of possible client service orientations of professionals in relation to their employing organization.
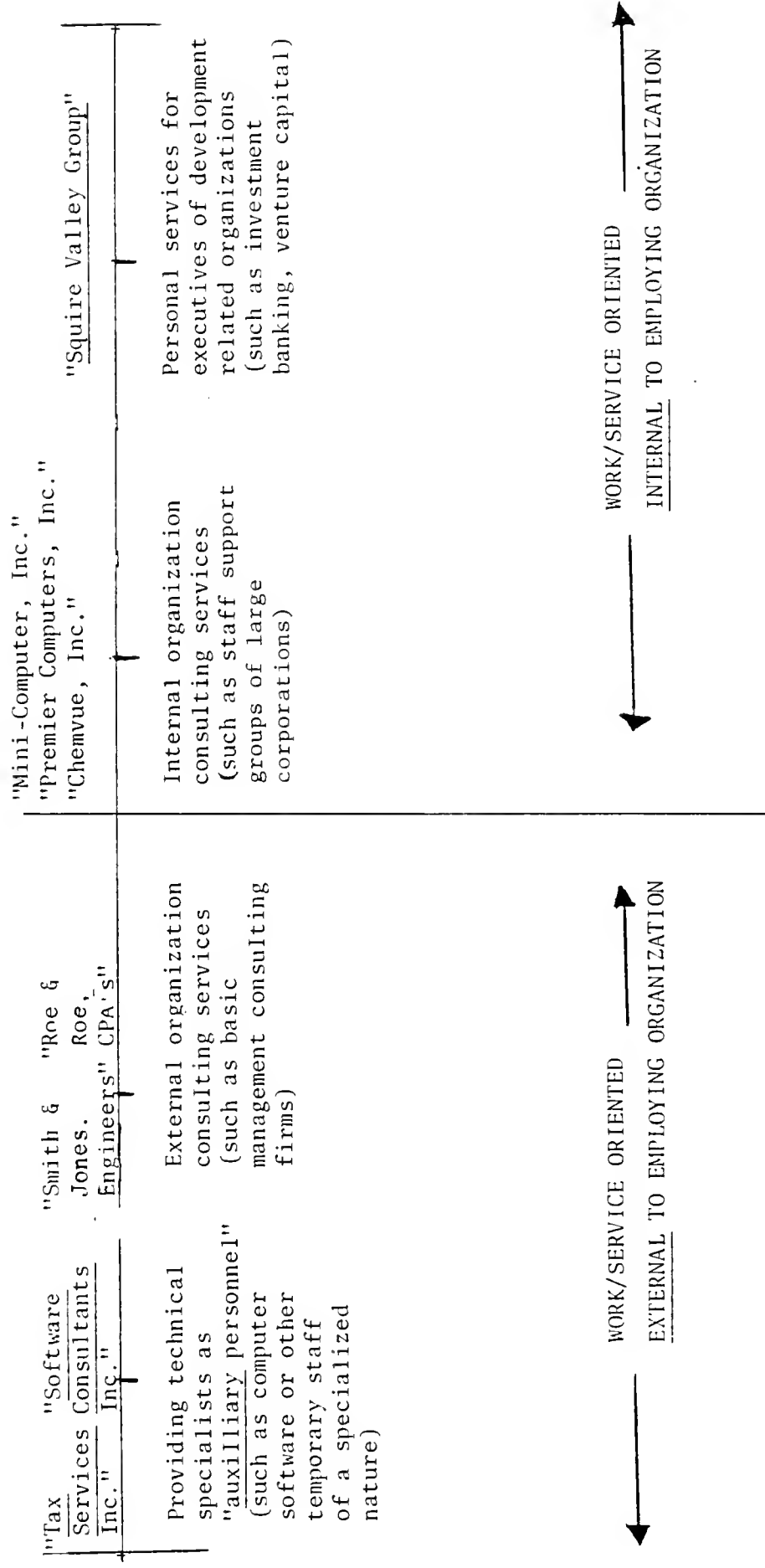
Figure 3 About Here

It will be seen from Figure 3 that the three organizations studied herein represent the extremes of the continuum. For contrast and to represent an inter-mediate point, we interviewed top management, but not individuals, of two or more traditional organizations employing professionals in analytic/consulting roles:

"Smith & Jones/Engineers" - A well-known engineering consulting firm with a long history in the area of public projects. Works internationally

FIGURE 3. Orientation of Service by Professionals in Relation to Employing Organizations*

"Tax Services Consultants Inc."   "Software Consultants Inc."

Providing technical specialists as "auxilliary personnel" (such as computer software or other temporary staff of a specialized nature)

"Smith & Jones. Engineers"   "Roe & Roe, CPA's"

External organization consulting services (such as basic management consulting firms)

"Mini-Computer, Inc."   "Premier Computers, Inc."   "Chemvue, Inc."

Internal organization consulting services (such as staff support groups of large corporations)

"Squire Valley Group"

Personal services for executives of development related organizations (such as investment banking, venture capital)

WORK/SERVICE ORIENTED
INTERNAL TO EMPLOYING ORGANIZATION

WORK/SERVICE ORIENTED
EXTERNAL TO EMPLOYING ORGANIZATION

* Primary Organizations in this Study are Underlined

and employs about 1000 professionals.

"Roe & Roe/CPA's" - A fast-growing public accounting firm employing about 200 professionals and specializing in not-for-profit organizations.

Several of the authors have considerable human resource consulting experience with these types of organizations, which was also utilized in the study.   Finally, as further background and to represent another point on our continuum, we drew upon our considerable personal experience (direct employment or consulting) with three "Route 128-High Tech" companies which employ significant numbers of professionals in internal analytic/consulting roles:

"Mini-Computer, Inc." - A computer manufacturer specializing in minicomputers.

"Premier Computer, Inc." - Another computer manufacturer.

"Chemvue, Inc." - A well-known manufacturing organization utilizing sophisticated physics and chemistry technology in consumer and industrial products.

As shown in Figure 3, these secondary organizations represent the middle points on the continuum of internal-external oreintation to recipient of services by professionals.   While our interest is mainly in the primary organizations, these provided a useful contrast in our analysis of results from the primary firms.

THE FINDINGS

The findings from the individual interviews and the management group interviews are consolidated and presented in three parts:

A) Characteristics of the organization: structure, management, salient work features, etc.

B) Motivation of professionals to work at the organization: satisfiers, career objectives, etc.

C) Issues related to the integration of individual and organizational goals.

For the first section of the findings, each organization is discussed

separately. This conveys the uniqueness of each, as well as their

similarities. Then, as a means of pulling together common aspects and

problems, the other sections combine the findings from the three primary

organizations. Where relevant, mention is made of observations from the

secondary organizations studied, particularly in discussing integration

issues.

A. ORGANIZATION CHARACTERISTICS

"Software Consultants, Inc."

The following are the major characteristics of the organization, the

way work is conducted, etc.:

1. A flat organization, with a very lean management structure.
    Cohesive top management group.
2. Highly dispersed workforce, with a "homeroom" or office for
    the consultant at the client location.
3. Consultants work at one project at a time for periods ranging
    from several months to several years.
4. Client helps decide who is assigned to the project and orient
    consultant to the assignment.
5. Client is more familiar with the work of the consultant than
    "Software's" management: consultant receives little close
    supervision. Minimum feedback on performance from either
    client or own management.
6. Quite often, client's own personnel perform same or similar
    work alongside "Software" consultants.
7. Though "Software" has a reputation for having consultants with
    high professional standards and abilities, professionals
    are often given work at low levels of their skill: they may
    be used for less desirable work than that given to the client's
    own people.
8. There is pressure on consultants to maintain a high number of
    billable hours and to minimize "down time." Controls and
    incentives focus on support of this goal.
9. There is no outside credentializing in this profession, but
    "Software's" hiring criteria are very stringent and stress a
    high level of skills and professional experience.
10. Sales and marketing "pull" dominates assignment of consultants;
    sales managers have great influence over this.
11. There is on-going in-house technical training, conducted by
    "Software's" own people, but it is loosely organized.
12. "Software" is considered internally and externally as a
    successful, growing organization, but it has high turnover
    in it's consultant ranks (20-25% yearly).
13. Personal life accommodates to work life whenever these are in
    conflict.

14. "Software" operates in a highly competitive market, with growing competition from organizations with what are perceived as lower standards of professional work.

"TAX SERVICES, INC."

The following are the major characteristics of the organization, the way work is conducted, etc.:

1. A flat organization, with very lean management structure. Fragmented top management group, particularly with regard to future directions for the organization.
2. Highly dispersed work force, with people working in small groups at one of 21 locations. Highly decentralized organization.
3. Professionals work at small units of short-term work; very little on-going contact with clients.
4. Largely part-time work of a seasonal nature. Tends to attract many well-educated people who only want to work part-time.
5. Little performance ambiguity: quality standards provide immediate feedback through a checker system (100% quality check).
6. Credentializing mechanism exists in the profession. "Tax Services" provides training to non-employees and uses it's courses to select top people for employment.
7. Work life accommodates to personal life whenever these are in conflict.
8. Expansion of the business is hampered by past financial difficulties which have only recently been overcome.
9. Organization is now successful but struggling to define a widely accepted core mission: unclear as to how to build on it's successes.
10. Organization is seen as providing higher quality service than it's major competitors.
11. A core of stable employees (mainly in suburban-rural locations) accompanied by significant turnover in other locations.

"SQUIRE VALLEY GROUP"

The following are the major characteristics of the organization, the way work is conducted, etc.:

1. A very flat organization, with essentially one person coordinating the work of the entire group on behalf of the partners.
2. Very close working arrangement; all at same location, but partners in separate locations.
3. Professionals work on multiple projects, loosely coordinated, varying time lengths, conflicting needs.
4. Complex assignments are frequent and there are many changes during the assignment; a fast-paced environment.
5. Much informal communication, often by-passing the formal organization. (Several of the professionals are related to the partners: a brother, a son).

6. Highly independent work, little supervision and meager performance feedback.

7. Assigned tasks not always related to the professional's area of expertise.

8. Professionals attracted to organization by "glamour" of mergers/acquisitions/"leveraged buyouts," but often required to do less attractive tasks.

9. Much learning possible through on-job contact with partners, but partners striving to distance selves more and to "institutionalize" their relationships: at present much confusion about this.

10. Partners seen as very successful and are much admired by professionals for their ingenuity and creativity in the world of finance; this produces loyalty.

11. Group's core mission generally understood as providing service to the partnership, but this has been poorly operationalized, (e.g., not clear what interface is with the operating companies).

12. People work long, irregular hours; are expected to sublimate personal life to work life.

13. Rapid growth of professional staff in past year, accompanied by several changes in the manager of this staff.

Roe & Roe/Smith & Jones*

1. Organization structure based on well-established professional models.

2. Counting predecessor organizations in the case of Roe & Roe, both have a long history and tradition.

3. Professional credentializing is well established (e.g., CPA and P.E.); most employees hold these credentials.

4. Work is easily defined; clear structure regarding projects or assignments.

5. Strong orientation to the profession rather than to the organization, yet professionals tend toward long tenure if promoted at least once in third to fifth year of employment.

6. Located in a "home base" group within which one gets a variety of assignments over time.

7. Organization is generally hired, not the individual person.

8. Work is done in groups or work teams, with clear-cut supervisory structure of senior people.

9. Managers are generally significantly older and more experienced than professional employees.

10. Clear peer comparisons are possible and clear milestones or career progression lines exist; rudimentary development programs.

B. MOTIVATION TO WORK AT THE ORGANIZATION (Satisfiers, career goals, etc.)

While there are significant differences in the nature of the work

and the structure of the three primary organizations studied, there is

striking similarity in the goals and satisfiers of the professionals at

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*These have been combined due to the similarity in their main characteristics. Only these two of our five secondary organizations are discussed here; the characteristics of the three high-technology firms, though differing from each other, are widely known and fit a general "Route 128 - Silicon Valley" picture.

all <u>three of the</u> organizations. Analysis of management and employee
interview data yields seven significant factors present in each
organization, though not necesarrily in each individual. These are
as follows, with direct quotes from individual professionals to illustrate
each factor:

1. <u>Interesting work; intellectual excitement</u>
   - "Unique situations that are fun to figure out"
   - "Interesting to see the results of the project"
   - "Making system run right; satisfaction in doing quality
     work"
   - "Good feeling in completing a job to my satisfaction"
   - "I love taxes;" "I love a juicy assignment"
   - "I feel like a doctor with a sick patient"
   - "People succeed here who have a thirst for knowledge"
   - "Entrepreneurial environment without administrative
     headaches"

2. <u>Enhancement of technical expertise; opportunity to learn</u>
   - "Develop speciality in tax law;" "tax up-date seminars each year"
   - "Happy if I can learn something new often;" "I want to be a
     super technician"
   - "Put in charge of large acquisition very soon after joining group"
   - "Being exposed to all facets of acquisitions"

3. <u>Variety, diversity; quality of the assignments</u>
   - "Variety of clients more critical than the nature of the project"
   - "Broaden my perspective through changing clients"
   - "Get experience with as much different work possible"
   - "There's nothing routine here; things change constantly"
   - "Get a variety of experiences here; should help me get
     promoted into management job"

- "Challenge of starting with a new client"

- "I love the range of mini-stories that unfold from tax returns"

4. <u>Independence, autonomy, opportunity to use initiative</u>

- "I solve my own problems"

- "I sign my work and can't walk away from half-done or

  poorly done work"

- "Independence possible in working with clients"

- "Client may determine what I do, I decide <u>how</u>"

- "Once assigned a project, I am responsible for my own work"

- "Nobody looks over your shoulder watching what you do"

- "You are allowed to do things here"

5. <u>Opportunity to associate with high-caliber people</u>

- "Want contact with the partners in order to learn from them,

  especially about mergers and leveraged buy-outs"

- "Opportunity here to learn from a whole array of experts"

- "Client people are open, trusting, good role models"

- "Bright managers; no complaints about any of them, but would

  like more contact with them"

- "Connect with key professional people in organization and

  as clients"

6. <u>Opportunity to be of service to others</u>

- "I want to provide services to people who need not just a

  tax return but a system demystified"

- "Serving people through solving problems"

- "Making people's lives easier through technological advancement"

- "Teaching others how to use Hewlitt Packard equipment"

- "I know I'm doing a good job if the partners are pleased and

  feel that their goals are being met"

7. <u>Opportunity provided for career advancement</u>

- "My long range goal is to build educational programs to
  sell to clients"

- "Want to move more into the entrepreneurial side of the
  business"

- "Develop credentials to open up paths outside the organization"

- "Interested in possible positions in the operating companies"

- "Opportunity to move into management"

- "Opportunity to move to a significant financial management job"

- "Could move into technical management either here or with a client"

- "Eventually go into business for myself;" "Form my own consulting
  business"

- "Want to own my own computer store"

Though we did not gather data at this level of detail in the secondary
organizations, our knowledge of these firms and of many professional service
firms, leads to very similar conclusions in the motivational picture at
other companies. The factors identified here seem to be almost universal
for the professionals now being employed in them. Whether working for large
corporations or small partnerships, these people view early stages of their
careers as learning and development periods in which challenging work and
advancement opportunities are critical motivating factors. Since these
professionals are in great demand, issues of salary and fringe benefits
are generally readily satisfied, which allows them to concentrate on
higher-order needs. Furthermore, even in some places where we have seen
poor working conditions or bad policies affecting compensation and the like,
developmental and learning possibilities keep young professionals in the
system. Thus, in both "Software" and "Squire Valley" people had significant
gripes about the organization's demands upon them but remained there because
of opportunities to learn and grow in an interesting environment.

C. INTEGRATION OF INDIVIDUAL AND ORGANIZATIONAL NEEDS

If organizations are to make effective use of their professional employees, integration of the individual's goals with the organization's objectives must take place to a strong degree. It is dysfunctional to have an organization with objectives or a core mission which leaves little room for individual need satisfaction. Likewise, one-sided attention to satisfaction of the needs of individual members or sub-groups in an organization can wreak havoc with the attainment of the organization's goals if these are mutually antagonistic. Before examining these issues and their manifestation in our three primary organizations, it may be useful to look at some general factors and at how integration is achieved at the secondary organizations studied.

First, we can look at how organization goals become established and clarified. Powerful objectives, it seems to us, stem originally from the vision of the founder(s) of the organization and/or modifications by the current leadership. The vision may be described in various ways and may have varying degrees of intensity associated with it's structure or content; we can speak of "dreams," "superordinate goals," "core mission," "purposes," "quest for a breakthrough," etc. Whatever our terminology or conceptual framework, if an organization is to take shape as a viable, successful entity, a process that Peter Vaill refers to as "purposing" must take place. He defines this as "that continuous stream of actions by an organization's leadership that has the effect of inducing clarity, consensus and commitment regarding the organization's basic purposes" (Vaill, 1982). Thinking of this in process terms is important, as it gives weight to both the beginning or orienting vision of a founder, and it's actualization as key members identify with the leader and become part of the unfolding of purposes as the organization grows. To the extent that purpose -- or vision as some call it -- is seen as clear, meaningful, exciting, exotic

and potentially realizable, professional members of the organization will identify with it.*

If identification with purposes is very strong, it follows that some very important needs or goals of individuals will be satisfied directly through being a part of the mission. Examples of this are to be found in such settings as the space program, where excitement, challenge and pride seem automatic once one becomes part of it. At Data General, as described in "Soul Of A New Machine" (Kidder, 1981), this pehnomenon was referred to as "signing on." In such instances, it seems awkward or unnecessary to think of the exchange mechanisms of salary or recognition by supervisors as key means for integrating individual and organizational goals. Likewise, when this occurs, socialization may be so easily accomplished, and accommodation so little sought after, as to make planned programs to achieve these integration mechanisms less important than the sheer presence of the powerful vision with which members have identified. The question that remains to consider is the extent to which the satisfiers noted in the previous section of this paper "come with the territory" when one identifies strongly with a powerful vision. While several of these seem automatic in such instances (e.g., intellectual excitement, opportunity to associate with high caliber people), others, such as variety and opportunity for career advancement, do not necessarily follow from organization purpose.

A look at our secondary organizations sheds some light on this point. At "Chemvue," the dream of the founder -- a technical genius -- created something which never before existed and which led to the development of an outstanding company. At "Mini-computer," the thrill of being on the cutting edge of a major technological breakthrough has been a powerful

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*Roland Coates deserves credit for making it clear to us how the concept of vision, or "the dream," works in many successful high-technology firms.

"guiding star." The myths and legends created at these two firms clearly attest to the visionary quality that pervaded them for many years, still exists to a strong extent, and was the basis for strong identification by professionals. At "Premier," this phenomenon existed in a less powerful form, and this organization did not develop the kind of integration seen at "Chemvue" or "Mini-computer." Though a successful company, it has had some difficulty in adhering to a clear core mission and it has had more turnover problems thn the other two companies.

At "Roe & Roe" and "Smith And Jones," the purpose is quite different. As service firms built on a professional model at least 100 years old, their vision is less oriented around the organization than around the professions involved: public accounting, on the one hand, and civil engineering, on the other. Here, the vision develops out of preparation for the professional role and only secondarily from identification with the purposes of the founders. At "Roe & Roe," the relative newness of the firm and it's growth as a significant provider of services for not-for-profit organizations make for a present vision of some compelling force, but the time-honored "CPA-Career" is still the driving model.

An interesting modification exists at "Smith And Jones" which is perhaps the premier organization in it's field. Smith wrote a book sixty years ago which is still considered a "bible" in the field, and which apparently attracts newcomers to the firm. In fact, a recent program which reduced turnover by 50% used a slide show about it's history as part of the orientation sessions. Yet even with this, most of the gain in retention is seen by the chief personnel executive as coming from improved programs dealing with the kinds of satisfiers identified in the primary organizations we studied. Thus, it would appear that, even in the leading firm in it's field, an individually-oriented vision is basic and organizational purposing is maintained as

individuals associate with it for professional career advancement. The organizational superordinate goals are those related to exemplary service as defined by professional codes and mores. In this vein, both "Roe & Roe" and "Smith And Jones" have high awareness of, and established programs for dealing with, milestones and transition steps in the career development of their employees. The fields they are in also have a time-honored credentializing process.

These data, and studies of other professional firms indicate that highly successful organizations with clear, strong, lofty or exotic goals cannot directly satisfy the individual's goals in a thorough or consistent manner. Intense identification with an organizational dream may provide a setting of riches, but it does not provide any given person with all that he or she desires by way of the satisfiers identified in our three firms and others. Even high technology, sophisticated-product firms such as "Chemvue" or "Mini-computer" -- with a history of tantalizingly attractive resources -- have cost and profit objectives which may entail assignment of people to work which is not challenging or developmental for the individual. The compelling force of the vision at these organizations brings people in and may help to keep them from leaving, but it does not guarantee high output or continued motivation from them. The leadership at "Chemvue" seemed to have a keen grasp of this issue, for it supported from it's early days one of the most advanced career planning programs to be found in U.S. industry, with job posting, career counseling, a broad array of educational programs, etc., as part ot it's offerings.

Similar issues exist at professional partnerships, where high income levels of partners are supported by billings of lower-level personnel, and most money is made in repetitive assignments utilizing programs and personnel which have been polished and refined through use. This practice

works against what Maister (1982) and others have referred to as the role of
professional service firms in providing a form of a "post-graduate degree"
to young professionals who spend a period of time working in them.

From this, we come to the conclusion that effective integration of
organizational and individual goals will be achieved best when there exists
simultaneously a strong organizational purpose or vision -- with generally
accepted superordinate purposes -- and substantial opportunity for professional
development. This hypothesis may be expressed as follows:

Effective Integration = f (quality of organizational purpose/vision +

opportunity for professional development)

All but one of the secondary organizations we studied managed in some
way to do a very good job of dealing with one of these factors and at least
an adequate job of handling the other. While there may not have been sophisticated
formal programs on the professional development side of the equation at some
of them, informal opportunities helped to overcome deficiencies. Thus, there
seem to be enough slack at these firms for people to make the system work for
them through individual initiatives. Where the organization vision is largely
that of associating with professionals, such as at "Roe & Roe" and "Smith & Jones,"
the vision brings people in and the professional development opportunities keep
them there for a while. But both of these organizations report a critical
period of high turnover during the third to fifth years of employment. It
would appear that personal growth and advancement opportunities become perceived
as limited or drying up at that time period. Since the organizational vision
is not built around attachment to the firm but to the profession, voluntary
separation becomes an attractive alternative. This may have been the case at
"Premier" where some confusion and deterioration in organizational vision was
accompanied by feelings among professionals that developmental opportunities
were diminishing. Turnover increased at that point in time.

In all three of the primary organizations studied a common pattern exists in this regard. There is vision or purpose in all three, but these are seen as shaky, vague, unclear or contradictory -- certainly by contrast with our secondary firms. It is difficult to find a strong consensus among people at all levels of each organization as to what the core mission is. It is sensed by people, but top management in all three firms has had difficulty in achieving internalized superordinate goals across a wide band of key employees. In all three cases there is a loose management style, with little supervision by the few managerial people who do exist at each. Moreover, each has a decidely non-institutional quality and prides itself on flexibility in decision-making, uniqueness of policies, working practices, etc. Organizational goals certainly exist, but there is not to be found a vision with the power and focus seen at "Minicomputer" or "Chemvue" for many years. Figure 4 presents those items identified by ourselves and our informants as apparent multiple organizational purposes, together with our observation concerning modal conflicts which exist and prevent development of a stronger, clearer vision around which people might rally. It will be noted that in the entrepreneurially-oriented "Software" and "Squire Valley," contradictions include goals of the founders to amass significant personal wealth, as well as that of advancing the use and development of sophisticated analytical

Figure 4 About Here

tools and services. The work of Edgar Schein (1978) regarding career anchors suggests that in the entrepreneurially-anchored person the concern with monetary gain is secondary to a broader vision regarding their product or service, and to a strong desire for public recognition. The founders of "Software" and "Squire Valley" do possess this vision in part but, for whatever reason, have not translated it into a broadly accepted organizational

Figure 4.   APPARENT ORGANIZATIONAL PURPOSES/VISIONS AND CONTRADICTIONS AFFECTING
THEIR ACTUALIZATION

ORGANIZATION	APPARENT PURPOSES/VISIONS	CONFLICTS/CONTRADICTIONS AFFECTING ACHIEVEMENT OF ORGANIZATION CONCENSUS
"TAX SERVICES"	-Provide a community service through low-cost professional help to people -Perform better work than the competition; be best in the field	-Good relations with clients vs. volume and speed requirements (keep costs low) -Low fees vs. profit/growth financing -Opportunity for professional development vs. limited advancement of possibilities and leisure lifestyle of professionals
"SOFTWARE"	-Travel unchartered waters; to be one of first in this field to succeed at a high level -Technically, be very superior to competition; be best in the field -Increase value of stock of founder	-Desire to do sophisticated analysis vs. unexciting client requirements -Identification with the President as an innovator vs. high unavailability and preoccupation with own affairs
"SQUIRE VALLEY"	-Develop a substantial portfolio of investments, mainly through leveraged buy-outs -Manage and enhance personal wealth of the partners	-Admiration for creativity of senior partners vs. their unavailability for personalized teaching and leadership -Need for coherent planning and strategic development of businesses controlled vs. personal wealth objectives of the partners

superordinate goal. In both instances the founders want a great deal of dedication to their goals but make little personal or carefully effort to socialize their people toward full acceptance of the broader vision. Being the best software consulting firm or the best group at leveraged buy-outs is not supported enough either by leadership actions or though planned programs to fully develop professional employees in these areas. It is interesting to note that at both of these firms there is hesitancy to engage in periodic performance reviews and career counseling with employees. Likewise, there is little of what Burns (1978) called transformational leadership, in contrast to much transactional leadership.* At "Tax Services" the situation is somewhat different. The founders are no longer involved in the business and the second generation of leadership is struggling to define a widely accepted purpose. But, even here, the impetus is coming more from middle management than from the very top.

Given the situation at these three organizations, we conclude that to achieve better integration, much work is needed to build on present purpose, to clarify core mission, and, thus, to achieve a stronger vision. There is at each place a solid base upon which to build in this regard. Almost all who work at the firms, and most who have left, feel positively about the organization and verbalize a good deal of respect and admiration for the founders. It would seem that the basis for a more compelling organizational purpose can be created. On close scrutiny, however, several factors are seen to pose limitations on what can be achieved. At "Software," top management has accepted that this field of work is diminishing in prestige and challenge, to the point where some refer to their own firm as a "body shop." At "Tax Services" the employment of people whose non-working life-style reduces effort to achieve professional success may limit identification

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*Since the study of "Squire Valley" was completed, a major re-organization in structure and leadership has taken place in order to improve this situation, with significant results beginning to appear.

with a compelling organizational goal. At "Squire Valley" there is little or
no effort to examine the goals of the organization beyond the immediate present,
which stresses very highly the protection of partnership wealth. Thus, at all
three places there is a modicum of cynicism on the part of people at all levels,
requiring a counteracting level of "purposing" which will be hard to achieve
in these loosely-coupled firms.

While top management should not resign itself to acceptance of vague or
conflicting purposes, and should work hard to change this state of affairs,
another approach to the problem of integration may be more fruitful. That is
to work even harder on the professional development side of the equation posed
above. This can be done by viewing the organization as a variation of
professional service firms such as "Big Eight" accounting firms and the like.
Our primary organizations certainly are closer in nature to "Roe & Roe" and
"Smith And Jones" than do they resemble "Minicomputer" or "Chemvue." Thus,
we propose that organizational vision needs to be built around the professional
role and it's development. An organizational mission would then focus on
common professional goals. In the case of our primary organizations, only
"Tax Services" relates to a profession with credentializing mechanisms and an
historically refined profession. The lack of this at the other two firms is
a significant problem, and it may be that efforts to improve not only
professional development opportunities for individuals, but to develop standards
and milestones for the emergent careers at these organizations, would do more
than anything else to achieve integration of organizational and individual
goals. Founders and owners might then be able to offer a very attractive
exchange: "certificated" post-graduate education for the individual, in
return for helping to meet the personal objectives of the organization's
leadership. While it might be asking too much to view professional develop-
ment as the core mission of the organization, it seems more than reasonable

to consider it as a key to integration of individual and organization objectives.

A useful model of another kind which might make sense in these settings is that of the teaching hospital or the internship programs required for entrance into the helping professions. In this model, purpose as to services to clients and revenue does not disappear, but policies and practices stress a credentializing process through planned learning experiences. In firms such as our primary organizations, this approach can serve as a guideline for stabilizing the organization as well as furthering the careers of employees.

The case for providing our young professionals with a "certificated" or "credentialized" post-graduate experience is not limited to the kinds of service organizations we studied in some depth. Data such as that of Barocci and Wever (1983) in a survey of 800 information systems personnel at 18 companies in a variety of industries leads to a similar conclusion. They found universal strong feeling on the part of these professionals that the company should actively participate in their career development. In fact, the lower-level employees in this survey (e.g., programmers and systems analysts) were adamant on this point. Tables 1 and 2 present some of this data, showing how important this is for employees at all levels surveyed.

Tables 1 and 2 About Here

In addition to these data, Barocci and Wever (1983) found that: "too little growth opportunities" ranked first as a perceived cause of turnover at the 18 companies they studied. This matches the senior author's considerable experience with "Software," where it is the key reason for historically high turnover.

From the above, it can be concluded that two equations may be useful to highlight integration issues in these kinds of organizations, rather than the one posited above:

TABLE 1. FROM BAROCCI AND WEVER (1983); USED WITH PERMISSION

Table 3: NON-MANAGERIAL RESPONDENTS' PREFERENCES REGARDING
EMPLOYER CONTRIBUTIONS TO I/S CAREER DEVELOPMENT

% Considering Important or Very Important	Programmers	Systems Analysts	Technical Staff	Project Leaders
Career Aptitude Testing	27	33	33	6
Career Counseling	56	52	66	47
Experience/Education Necessary to Advance Within the Firm	58	72	80	56
Clear Career Paths	55	61	67	44
In-House Technical Education	71	81	67	58
In-House Management Education	72	83	73	76
Money for Outside Training	61	72	78	75
Time Off for Career-Related Education	53	67	71	65

TABLE 2. FROM BAROCCI AND WEVER (1983); USED WITH PERMISSION

Table 7: MANAGERIAL RESPONSENTS' PREFERENCES REGARDING
EMPLOYER CONTRIBUTIONS TO I/S CAREER DEVELOPMENT

% Considering Important or Very Important	Project Managers	Systems Development Managers	Technical Staff Managers	I/S Directors
Career Aptitude Testing	30	30	9	36
Career Counselling	52	35	55	92
Experience/Education Necessary to Advance Within Firm	80	55	82	75
Clear Career Paths	74	45	55	69
In-House Technical Education	67	45	91	75
In-House Management Education	85	60	82	77
Money for Outside Training	94	60	82	83
Time Off for Career-Related Education	75	45	63	77

1) Effective Ingration = f (Quality of Organizational Purpose/Vision

+ Opportunity For Professional Development)

2) Effective Integration = f (Opportunity For Professional Development)

The first equation provides potent force for integration at a high level. It brings into conscious awareness the fact that even professionals who appear to be interested only in their personal development want to identify with a purpose or goal of a broader nature. While six of our seven motivators were oriented around self, the seventh was "opportunity to be of service to others" (see Item 6, page 16), and this was not a minor point for many of the people interviewed. Thus, founders and top management of these kinds of organizations might do well to pay more attention to this, and minimize tendencies toward cynicism about the goals of the organization by stressing purposes with which the professionals can identify.

The second equation allows for integration to take place in the face of weak or not fully accepted organizational purposes. It also makes it possible for founders and/or top management to have a set of purposes which do not highly overlap those of professional employees, yet which allow for satisfaction of the needs of these individuals. From this perspective, exchange mechanisms modify or supplant accommodation mechanisms, and socialization mechanisms are related to entry into and advancement in the professional role, rather than to acceptance of personal goals of the founders.

It appears, also, that the first equation describes better the situation which exists at the early developmental stages of an organization, when the vision of the founder(s) tends to be very compelling. It makes great sense to think of this as a powerful force for motivating professionals to join the organization. However, as the organization matures and the driving vision fades somewhat, professionals need more incentive on the personal development side of the equation. This does not mean that the organization should not

rededicate itself to definition of an up-dated core mission, but it suggests that difficulties in creating a purpose which is as exciting as the original vision may be compensated for by strong efforts to make professional development programs as comprehensive and attractive as is possible. In this way, commitment and contribution can remain high. We can only speculate whether this thinking will apply to organizations such as "Chemvue," "Minicomputer" and "Premier" as they now enter into a more mature developmental stage and the "bloom" of their founders' vision is starting to fade somewhat.

IMPLICATIONS

If we accept the plausibility of the above argument, organizations employing information professionals in analytic/consulting roles can enhance commitment and contribution by a well-planned, coherent program for professionalizing the roles involved and by "credentializing" the people in them. Such a program might entail the following:

1) Development, insofar as possible, of an organization purpose or vision with which professionals can identify in relation to their image as professionals.

2) Delineation of specific skills required for "accreditation," together with standards for measurement/evaluation and milestones marking passage from one stage of development to another.

3) Acceptance of the fact that for many of these firms, short-tenure of employment is the norm -- even a desired state. The period of tenure should be based upon what is deemed necessary to meet the required standards and what is necessary for the organization to receive a good return on it's investment in the employee. Based on the organizations we studied and our knowledge of other professional service firms, this appears to be in the range of three to five years of employment.

4) Development of a small core of "tenured" managers, selected
   both for substantial skill in performing the professional
   service involved and skill in developing other people.
   Employees should spend time working closely with several
   of these role models.

5) Development of rotational assignments so that relevant exposure
   and variety if provided. A pattern similar to rotation of
   medical interns through the medical specialties might evolve,
   with allowance made for the fact that people with specialized
   skill may still receive a preponderance of their assignments
   in this area as required by the organization.

6) A continuous process of feedback and counseling which consists
   of both evaluation and developmental inputs.

7) Substantial educational programs, both in-house and using
   external means. In fact, for an organization like "Software,"
   it may be possible to mount the equivalent of their own school.

8) A ceremony of certificate award after all requirements have
   been met.

9) An active out-placement service, so as to manage "turnover"
   in the best interests of the organization and it's clients.
   (Informally, this is what the successful accounting firms
   seem to do well).

While some of the above steps may appear impractical, it is our opinion
that they can all work to the advantage of organizations using such a program.
Our prediction is that people will be more willing to engage in repetitive
money-making assignments for the organization if they can see a broader scheme
for their development of, and accredidation as possessing, critical skills. At
"Software," where the modal turnover occurs at about 24-30 months, it is likely

that an additional return on investment in an employee of six to eighteen months is feasible through such a program. Similar gains are possible at the other organizations.

These steps relate to what young professionals want and may enhance integration more than anything else, if the growing data we are accumulating is to be taken seriously. Moreover, we believe that such a program is not an accommodation to professionals but rather a more direct and practical exchange. An organization working from this framework may be able to "clean up" it's psychological contract with professional employees by stating in a clearer way just what the exchange is. In short, elevating planned professional development of young employees to a more central concern may be the most effective way of integrating organizational and individual objectives. In this vein, it may be illuminating for firms such as the ones studied herein to debate whether or not this is the core mission of the organization, with service to clients being more of a means than an end. In any event, we now have enough data to say that the professionalization of new occupational roles involving information technology is an important responsibility of, and a creative opportunity for, employing organizations.

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